

# Graduate, Undergraduate and Equity Affairs

2023–24 ANNUAL REPORT

UNIVERSITY  
OF  
CALIFORNIA



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# A Message from the Vice President/Vice Provost

I'm pleased to present the 2023–24 Annual Report for Graduate, Undergraduate and Equity Affairs (GUEA) at the UC Office of the President.

As part of the University of California system, GUEA helps pave the way for inclusive excellence within and beyond the university. In partnership with UC campuses, other institutions of higher education, teachers, schools and communities, we serve as the hub of UC's efforts to advance equity and inclusion, to promote access to and completion of degrees and to help cultivate a safe and inclusive institutional environment. Challenges facing the university are increasingly rooted in equity and diversity. These are issues of access, affordability and institutional climate. The work of GUEA helps the university address these challenges.

In 2023–24, we made significant progress, accomplishing many of the objectives of the GUEA 2021–25 strategic plan:

- Providing exemplary systemwide programs, policies and services for academic preparation, admissions, financial aid, teaching and learning that result in greater baccalaureate and graduate degree opportunity for students from historically underrepresented groups
- Creating and implementing equity-centered policies and practices that lead to success for all students and result from institutional recognition of systems of inequity

On the following pages you'll find highlights of GUEA's accomplishments in 2023–24, from supporting success for the next, more diverse generation of students to providing appropriate campus environments for faculty, students and staff. We are proud to have been part of realizing the goals of the UC 2030 Plan: to produce more degrees, close equity gaps and transform the future professoriate. We also had a role in two of the four key pillars of the Presidential Priority Plan: expanding access and opportunity and sustaining an inclusive, safe and respectful community.

Finally, and of greatest significance, this report reflects the energy, dedication and deep institutional knowledge that characterize the GUEA team. Its members work tirelessly to engage leaders and practitioners at UC — and beyond — to help us transform the institution into one that is more equitable and inclusive.

**Yvette Gullatt**

Vice President for Graduate and Undergraduate Affairs  
Vice Provost for Equity, Diversity and Inclusion  
Systemwide Chief Diversity Officer

Graduate, Undergraduate and Equity Affairs  
UC Office of the President

# Organization

## Graduate, Undergraduate and Equity Affairs comprises eight operating units

**Academic Success Initiatives** recommends and interprets policies on educational equity and student success — both external and internal — and solicits academic expertise to help resolve disparities in educational attainment. The unit oversees data collection and analysis for UC’s programs that support K–12 students and educators.

**Educator Programs** supports campuses in preparing candidates for teaching credentials, oversees programs that prepare UC undergraduate students for careers as educators and administers statewide professional development programs for educators, like the California Subject Matter Project (CSMP).

**Enrollment Services** develops and implements policy for undergraduate admissions, financial aid and residence. The unit manages the admissions application for UC’s nine undergraduate campuses, administers ASSIST.org on behalf of all California higher education and oversees graduate/undergraduate financial support.

**Graduate Studies** supports graduate education at UC through strategic planning, leadership, analysis, outreach and coordination in four priority areas: academic pipeline and pathways, advocacy and outreach, outcomes and analysis, and expansion of Ph.D. career pathways, including the UC-HBCU and UC-HSI Doctoral Diversity Initiatives.

**Outreach and Educational Partnerships** helps UC develop lasting collaborations with K–20 public education segments, community-based organizations and the business sector through its oversight of the Student Academic Preparation and Educational Partnerships (SAPEP) portfolio. The unit also serves as the administrative home of the intersegmental California State GEAR UP program.

**Student and Equity Affairs** coordinates student affairs and directs institutional strategy for equity, diversity and inclusion. The unit oversees student governance and policies, connects students with UC leadership to support student development and stewards policies about student mental health and well-being, including basic needs.

**UC Online** accelerates college completion by providing equitable and inclusive digital learning opportunities. The unit helps undergraduates find credit-bearing, online learning opportunities across the UC system and provides high schools and community colleges with access to UC online courses, supports campus-to-campus collaborations for faculty and serves as a systemwide hub for efficiencies in delivering online education.

**Central Services** supports all GUEA units with operations — budget/finance and contract management — and strategic communications and events.



2023–24 HIGHLIGHTS

Supporting success for today's  
diverse student population

# Supporting success for today's diverse student population

In 2023-24 GUEA supported UC campuses and other partners in addressing key drivers of disparate access to higher education: access to coursework, academic advising, timely information and teacher quality. New state resources for Student Academic and Educational Partnerships (SAPEP) programs spurred growth in the number of students, schools and families served. Our programs provide academic advising, A-G and transfer coursework, assistance with applications for undergraduate admissions and financial aid, and professional learning and collaboration with community organizations. These are all foundational elements of supporting students from underrepresented groups and/or who are from first-generation or low-income backgrounds.

At the graduate level, the Growing Our Own and Diversifying Ph.D. Pathways initiatives continued to expand by preparing UC undergraduates and students from Hispanic-Serving Institutions (HSIs) and Historically Black Colleges and Universities (HBCUs) to prepare for graduate education at UC and for the future professoriate. Programs like CalTeach prepared UC undergraduates for careers as STEM teachers.

Following are a few examples of the many ways that GUEA programs and services help P-20 institutions to prepare a wider range of diverse students for baccalaureate and graduate degrees.

SAPEP programs served **1,982** K-12 public schools, a **31%** increase since 2023

**400+**

UC's systemwide executive leadership networks: **UC Black Administrators' Council (UCBAC)** and **Chicano/Latino Advisory Council (CLAC)** reached more than 400 new and emerging leaders at UC with professional development, mentoring and support for building professional networks.

**DCAC's College adviser fellows** are an integral part of expanding access to higher education across California. They have become trusted partners and mentors to the students, schools and families they serve.

UC Destination College Advising Corps provides recent college graduates with training, mentorship and professional development to become future school counselors and educators. DCAC programs operate at UC Berkeley, UCLA, UC Merced and UC Santa Barbara. New, ongoing SAPEP funding supported the programs' expansion to more schools in 2023–24.

The one- and two-year fellowships support recent graduates in learning to serve as college adviser fellows in local schools wherein more than 75 percent of the school's total enrollment comprises students identified as being English learners, foster youth or eligible for free or reduced-price meals. DCAC college adviser fellows mirror the demographics of the students they serve: in 2023–24, 69 percent of fellows were first-generation college students, 75 percent were members of underrepresented groups and 75 percent were Pell-eligible while in college.

Under the mentorship of a certificated college counselor and supported by UC professional outreach staff, DCAC college adviser fellows provide individual student and whole-school services as well as community and family services. These include:

- Individual academic advising
- College preparation and financial aid workshops
- College application assistance
- College campus visits
- College awareness/knowledge

Alumni of the program credit DCAC with helping to deepen their leadership and advocacy skills, reporting that they work and thrive as educational leaders in state and local government, as college counselors and educators in public schools and on other influential public and private career paths. More than 86 percent of DCAC alumni surveyed indicated that their DCAC experience influenced their decision to pursue careers in college counseling or higher education and to pursue education beyond the bachelor's degree.

69%

**69 percent** of DCAC advisers are first-generation college students.

**75 percent** of DCAC advisers were Pell-eligible while in college.

75%

## Implementing a new Dual Admission program

The **Dual Admission** program expands UC enrollment opportunity for more students from California public schools.

Undergraduate Admissions has launched the Dual Admission program, providing a transfer path for California high school students who are ineligible for admission because they did not complete the A-G curriculum. The first Dual Admission group was invited to start in spring 2023. Admission to

UC is contingent on the student enrolling at a California Community College and completing the specific program requirements for transfer. Participants receive UC advising and support throughout their time at community college, along with invitations to various transfer events on campuses.

## Creating learning opportunities for teachers and educational leaders

The **California Subject Matter Project** and **Principal Leadership Institutes** prepare education leaders and teachers for California's K–12 classrooms and schools.

In 2021, the state provided \$2 million to the University of California for the California Subject Matter Project (CSMP) “to support teacher training and resources for delivering ethnic studies content to students.” This funding allowed CSMP content experts to design ethnic studies professional learning programs and curricula that are well-positioned to contribute to the growing body of knowledge and instructional materials on the subject for K–12 implementation.

The Principal Leadership Institutes, led by UC Berkeley and UCLA in partnership with CSMP and funded by the California Department of Education (CDE), are leading a multimillion-dollar statewide professional development initiative for California's school administrators through the 21<sup>st</sup> Century California School Leadership Academy's state center.



## Leading through the “Better FAFSA”

Despite the significant delays that resulted from FAFSA changes, UC campuses achieved most of their enrollment goals for classes with diverse student bodies.

The U.S. Department of Education (ED) released a new Free Application for Federal Student Aid (FAFSA) for the fall 2025 cycle. The Better FAFSA underwent the most dramatic revision in decades, with revised formulas for financial aid and revised electronic delivery. The FAFSA is used by colleges and universities, as well as by state agencies, to assess students’ eligibility for financial aid.

The delivery of the Better FAFSA was significantly delayed, opening for students and parents three months later than usual. More significantly, colleges and universities did not start receiving the FAFSA data necessary to award financial aid until late March, barely a month before newly admitted first-year students are asked to accept an offer of admission on May 1.

Moreover, one student population in particular faced problems with the new FAFSA: Students from “mixed-status families” who themselves are citizens, but whose parents may not be.

GUEA teams in Undergraduate Admissions and Student Financial Support worked closely with UC’s chief enrollment officers, admissions directors and financial aid directors to take several steps:

- UC moved its Statement of Intent to Register (SIR) deadline for admitted first-year students from May 1 to May 15. Every campus also approved extensions for students who requested one.
- UC moved its financial aid deadlines in concert with the state from March 2 to May 2.
- GUEA and Federal Governmental Relations advocated for changes with ED, particularly around the mixed-status student issue. GUEA and State Governmental Relations also coordinated with the California Student Aid Commission (CSAC) to allow mixed-status students to file a Dream Act Application instead.

The Better FAFSA underwent the most dramatic revision in decades, with revised formulas for financial aid and revised electronic delivery.

## Supporting students as leaders

Student leadership is vitally important to the university. When students engage meaningfully with university leaders and policymakers, they are better prepared for future public service endeavors.

In July 2021, the UC Board of Regents approved multiyear plans for charging UC Student Association (UCSA) and UC Graduate Professional Council (UCGPC) fees of \$7 per undergraduate student and \$7 per graduate student, per year, through the 2024–25 fiscal year. After consultation with general counsel, the UC Regents authorized the president of the university to negotiate and execute individual affiliation agreements with UCSA and UCGPC.

A multiyear process led by GUEA's Student Policies and Governance team, working closely with UC Legal and Budget Analysis and Planning, resulted in new affiliation agreements and human relations memoranda-of-understanding with UCSA and UCGPC. These actions paved the way for both organizations to collect their systemwide fees and to transition professional staff to become UC staff. The successful implementation of agreements this year

and the transition of UCSA and UCGPC staff to UC employees provides both organizations with stable and increased funding, improves their ability to recruit and maintain qualified professional staff and strengthens both organizations.

## Advancing STEM preparation through hands-on learning

**Mathematics, Engineering, Science Achievement (MESA)** brings STEM to life by engaging young scholars in real-world problem-solving competitions.

Two teams of MESA students represented California in the 2024 MESA USA National Engineering Design Competition, hosted by San Diego State University. California's high school team from Santa Teresa High earned first-place honors for their project: Speak2Script. Team members

developed a mobile application that provides real-time transcription service for the deaf community. In addition to winning the championship, the high school team placed first in all three competition components: Design Proposal, Academic Poster and Technical Pitch.

California's middle school team, from Dodson Middle School, placed second overall with their project: FBS Helper, an open-source, platform-based car safety system designed to protect against Forgotten Baby Syndrome.



## 2023–24 HIGHLIGHTS

Using technology to share  
information in innovative ways

# Using technology to share information in innovative ways

2023–24 HIGHLIGHTS

Educational technology, along with information and data systems, are important tools for GUEA in working with K–12 schools, university campuses and community colleges. Among these tools is the ASSIST program, the state’s official repository for transfer articulation. The program is a critical element of expanding transfer preparation and opportunity. Data analysis and insights from UC Compass — the information hub for A-G improvements in schools — have been vital to expanding A-G opportunity at more than 600 California high schools. Partnerships with the California Community College Chancellor’s Office (CCCCO) to create transferable UC online courses in mathematics and with the National Education Equity Lab (NEEL) to bring UC academic courses to high school students across the country are helping reach more underserved students and are creating new opportunities to scale UC’s impact on public education.

The **Transfer Articulation** team regularly reviews over 4,000 California community college course submissions each year. The team works with faculty and articulation officers to determine the appropriate general education and transferability for these courses, and maintains this data in **ASSIST.org**, enabling prospective undergraduate transfer students and those who support them to plan their academic preparation in service of their transfer goals.

# 650+

**UC Compass** has grown from 80 schools in 20 districts to over 650 high schools in 115 districts and evaluates over 1.5 million student transcripts annually for A-G progress, completion and insights on future A-G course improvements and growth.

## Partnering to deliver online courses across the nation

Partnerships with organizations like the National Education Equity Lab bring UC's excellence to youth nationwide.

In August 2023, the university created a partnership with the National Education Equity Lab (NEEL), a nonprofit foundation that provides rigorous college coursework to high school students from groups historically underrepresented in higher education. Through cross-campus facilitation, UC Online has been able to harness expertise to support development of its first two NEEL

courses: Climate Justice (UC Merced — fall 2024) and Bending the Curve (UC San Diego — spring 2025). In addition, UC Online has provided expertise and leadership for NEEL in its growth and development, most notably through its searchable course credit matrix, which allows a student to identify the history of credit granted at Campus Y for a course taught at Campus X.

## Increasing educator knowledge to improve A-G availability and opportunity

**High School Articulation** supports schools in meeting A-G course standards. **UC Compass** helps schools cultivate a college-going culture by providing actionable insights, based on transcript data, that school leaders can use to identify and create more A-G opportunity for students.

2024 marked the second year that the high school articulation team completed a comprehensive equity scan, an assessment of how many schools' A-G course offerings met or exceeded the minimum number of 15 A-G courses required for UC eligibility. With this information, the team was able to encourage K–12 institutions that were missing one or more required courses to consider free, possibly untried options for adopting program courses and to work with UC Compass to

identify extant courses that could be developed into A-G courses.

UC Compass uses students' transcript data to provide A-G training, support, analysis and insights to school leaders and other educators to improve A-G availability and access, thereby increasing the number of students who meet eligibility requirements for UC and CSU. In 2023, educators

from Orange County schools gathered at UC Irvine for the inaugural UC Compass A-G Convening. During the event, educators assessed A-G completion rates for students in Orange County. District and school administrators used UC Compass data to strategize ways to increase A-G completion rates and developed plans to be measured by future UC Compass reports.

## Streamlining transfer pathways

Integrating the **California General Education Transfer Curriculum (Cal-GETC)** into **ASSIST** (the state’s repository of transfer course articulation) eases transfer for students because it is a single, lower-division pathway that is the same for UC and CSU.

During the 2023–24 year, the ASSIST team worked with its software development vendor to implement the new Cal-GETC single general education (GE) pathway into ASSIST. This included a data migration process for existing Intersegmental GETC-approved California Community College courses to receive Cal-GETC approvals and comprehensive system expansion. Specific updates were

needed for the database and all system areas: curriculum, workflow, articulation and reports. The [ASSIST Resource Center](#) is also being updated to incorporate Cal-GETC information, and the [public site](#) will have design updates to incorporate Cal-GETC in the search navigation and to add a new/additional transferable course list.

# 912,184

**912,184** modernized articulation agreements have been published to assist.org.

## Improving online resources for graduate students

Enhanced resources for preparing and financing a graduate education help a diverse array of scholars contribute to UC’s excellence.

Graduate Studies led a strategic process to assess the systemwide online resources available to students and prospective applicants and revamp them for underrepresented scholars. This presented an opportunity to rethink how to engage multiple stakeholders using various feedback mechanisms. The result is a new [graduate admissions website](#), one that is more accessible and mobile-friendly.

Among other enhancements, the new website highlights students from a multiplicity of backgrounds and disciplines, uses more inclusive language and messaging, emphasizes the importance of research preparation and adds more resources for funding and research. It also includes improved displays of campus demographics to

relay more inclusive (and accurate) self-reported ethnic and gender identities. More than 500 students and more than 60 staff members from across UC campuses provided input and advice on the new website.



## 2023-24 HIGHLIGHTS

Advancing inclusive, safe and respectful campus environments

# Advancing inclusive, safe and respectful campus environments

2023–24 HIGHLIGHTS

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Campus climate — the perceptions and experiences of individuals and groups on a campus, as well as the quality and extent of their interactions — plays a large role in how campus disruptions emerge and how they affect the overall campus environment. An inclusive campus is one where leaders and staff understand and respond to the attitudes, behaviors, standards and environment of faculty, staff, administrators and students and where they develop and implement university policies that center respect for individual needs, abilities and potential.

Inclusive and transparent policies, strong accountability systems, ongoing education and training, and a leadership well-versed in matters of equity and inclusion all contribute to a healthy campus climate.

Campus climate plays a large role in how campus disruptions emerge and how they affect the overall campus environment.



## Focusing on basic needs and student mental health

Accurate data and strong policy analysis help ensure that students' basic needs and mental health are supported by legislation.

GUEA's subject-matter experts in student mental health and well-being provide information and analysis to support policymakers' decisions. During the 2022–23 legislative season, the university received a \$1 million increase in state funding for basic needs (\$800 thousand) and rapid rehousing (\$200 thousand) and a \$1 million increase for student mental health. Since then, campus basic needs centers have served

a total of 72,213 unique students across the system, the highest number of students to date amid historical inflation and increases in the cost of living. Swift collaboration by GUEA staff and subject-matter experts within the Office of the President's State Governmental Relations also provided education and awareness to state leaders about the needs of UC students as they face unfavorable economic conditions.

Campus basic needs centers served a total of **72,213** unique students across the system

## Strengthening campus climate

A new systemwide **Campus Climate Initiative** will strengthen campuses' capacity for balancing the responsibilities that come with the right to free expression with consistent policy enforcement and overall campus readiness to address campus disruptions.

A partnership between UC and the national Center for Strategic Diversity Initiatives and Social Innovation, formed in May 2024, will result in campus climate action plans that

will detail how campuses will manage major events and incidents while fostering free expression and maintaining safe, respectful and inclusive campus environments.

## Educating the UC community about racism

### New online training helps raise awareness about how to recognize and combat racism at UC.

The Introduction to Anti-Racism online course was launched in spring 2024. All ten campuses, plus Agriculture and Natural Resources and the Office of the President, received user licenses to pilot the course with specific groups.

The online course provides a basic introduction to the concepts of race, racism and bigotry, anti-racism, intersectionality, privilege, allyship and bystander strategies.

## Reinforcing our position on discrimination

### Strong policies inform how the university responds to racism, bias, bigotry, harassment and discrimination.

In 2021, President Drake charged a multicampus, multidisciplinary work group, led by staff on GUEA's Academic Success Initiatives team, with reviewing UC's practices related to discrimination and harassment. The goal of the work group was to improve UC's response to all instances of discrimination and harassment, with the larger objective of ensuring equitable access to university programs and activities. The goal was realized by developing and issuing new policy. This updated policy is the culmination of several years of dedicated effort within GUEA to consult with contributors across all UC locations, in multiple departments, with various roles and responsibilities.

The new Anti-Discrimination Policy is a single, systemwide policy for all UC community members, including employees, students and third parties. The Anti-Discrimination Policy applies at all university locations, including campuses, labs, medical centers, the Office of the President and all university programs and activities. This policy clarifies and strengthens UC's response to claims of discrimination, harassment and retaliation for all protected classes across the system.

In addition, staff in Academic Success Initiatives led the effort to establish a new, centralized office called the Systemwide Office of Civil Rights (SOCR). In order to implement the new Anti-Discrimination Policy, this umbrella

office provides systemwide leadership, guidance and support on issues related to protecting civil rights at all UC locations. SOCR encompasses the existing Systemwide Title IX Office, a new Systemwide Anti-Discrimination Office and a new Systemwide Disability Rights Office.

President Drake recognized the significance of the Anti-Discrimination Policy and the establishment of SOCR as important steps in UC's continued efforts to ensure equal and equitable access to UC employment, programs and activities for individuals from all backgrounds.



APPENDICES

Events

GUEA staff

Council and committee members

# Events



**UC Student Leadership Summit**  
August 14–15, 2023, Oakland, CA



**Counselor Conference**  
September 5, 2023, Virtual  
September 7, 2023, Ontario, CA  
September 12, 2023, Merced, CA  
September 15, 2023, Santa Clara, CA



**Ensuring Transfer Success**  
September 6, 2023, Virtual



**UC Well-being Leadership Summit**  
October 4–5, 2023, Davis, CA



**UC Chicana/Latina Leadership Summit:**  
Nuestras Posibilidades/Our Possibilities:  
Surviving, Thriving and Transforming the Institution  
November 3–4, 2023, Riverside, CA



**UC Black Administrators' Council (UCBAC) Conference 2024:**  
Pursuing, Modeling and Sustaining Excellence in UC Leadership  
February 5–6, 2024, San Diego, CA



**LeadLearn Equity Symposium:**  
Affirming and Elevating Student Agency  
February 9–10, 2024, Santa Clara, CA



**UC Compass A-G Convening**  
March 14, 2024, Irvine, CA



**Advancing Our Imperative:**  
Educational Equity and the Future  
of Higher Education  
April 7–9, 2024, Los Angeles, CA



**UC Asian American and Native American Pacific Islander (AANAPISI) Summit**  
April 23–24, 2024, Riverside, CA



**CAP Forum 2024:**  
Transcending Together Through Collaboration,  
Innovation and Excellence  
May 1–2, 2024, Irvine, CA



**UC Grad Slam 2024**  
May 3, 2024, San Francisco, CA

# GUEA Staff

## (Academic Affairs, UC Office of the President)

### Academic Success Initiatives

Abigail	Bates	Director, Academic Success Initiatives
Gwendelyn	Rivera	Director, Information Management and Analytics
Kari	Stewart	Associate Vice Provost, Academic Success Initiatives
Sarah	Tyler	Data and Reporting Analyst
Hope	Wear	Data and Reporting Analyst

### Educator Programs

Claudia	Martinez	Associate Vice Provost, Educator Programs
Arnold	Sanchez Ordaz	Assistant Director, Educator Programs
Alejandro	Sandoval	Senior Policy Analyst

### Enrollment Services

Kimberly	Boral	Policy and Program Analyst
Shawn	Brick	Associate Vice Provost, Student Financial Support
Lindsey	Caputo	Program Coordinator, ASSIST
Melissa	Chavez	Program Coordinator, Admissions
Jamal	Collins	Student Financial Support Analyst
Miriam	Desoto	Senior Business and Systems Analyst
Chase	Fischerhall	Director, A-G and Transfer Articulation Policy
Katherine	Fitzpatrick	Articulation and Policy Analyst
Nicole	Fletcher	Administrative Analyst
Jennifer	Forsberg	Articulation and Policy Analyst
Dori	Friesen	Residency Manager
Lisa	Garcia	Policy and Program Analyst
Laura	Hardy	Director, Admissions Operations
Kristin	Heese	Senior Articulation Analyst, ASSIST
James	Hershey	Policy and Program Analyst
Jessika	Jones	Senior Policy and Program Analyst
Eleanor	Lacey	Senior Articulation and Policy Analyst

### Enrollment Services *(continued)*

Erica	Lassen	Senior Articulation Analyst, ASSIST
Katherine	Leslie	Senior Articulation and Policy Analyst
Julie	Lind	Coordinator, Admissions Operations
Ashley	Lum	Administrative Analyst
Kara	Maas	Senior Articulation Analyst
Laura	Macchia Amescua	Manager, Policy Implementation and Admissions Evaluation
Apri	Medina	Associate Director, Student Financial Support
Angelica	Moore	Director, Undergraduate Admissions
Micaela	Morgan	Program Director, ASSIST
Dolores	Niccolai	Principal Loan and Contract Analyst
Ryan	Novero	Senior Articulation Analyst, ASSIST
Jayne	Reimel	Coordinator, Events and Communications
Elizabeth	Terry	Manager, Admissions Analytics
Sujit	Thapa	Policy and Program Analyst
Molly	Thompson	Coordinator, Transfer Articulation
Kassidee	Valenti	Senior Articulation Analyst, ASSIST
Raisa	Van Alstyne-Ponce	Articulation Analyst
Danyale	Willingham	Articulation Analyst
Han Mi	Yoon-Wu	Associate Vice Provost and Executive Director, Undergraduate Admissions

### Graduate Studies

Pamela	Jennings	Associate Vice Provost, Graduate Studies
Lizette	Lim	Administrative Officer
Vanessa	Murua	Senior Analyst
Kelly	Whelan	Administrative Specialist
Sandra	Wulff	Assistant Director, Graduate Studies

### Outreach and Educational Partnerships (OEP)

Thomas	Ahn	Executive Director, MESA
Marilyn	Baker	Administrative Assistant, MESA
Sheryl	Blackshire	Analyst, OEP
Michael	Burton	Manager, UC Compass
Carolina	Cardenas	Executive Director, California GEAR UP and ICC
Pamela	Day	Analyst, UC Compass
Victoria-Mari	Diaz	K-14 Academic Preparation Specialist
Rolando	Flores	Analyst, UC Compass
Lori	Fuller	Manager, K-14 Academic Preparation
Tammy	Gelow	Analyst, UC Compass
Marlyn	Gomez	Policy Strategist, A-G and ELC
Joyce	Green	Analyst, UC Compass
Sasha	Hickman	Program Financial Manager, California GEAR UP
Justin	Ilumin	Senior Administrative Analyst, MESA
Sandra	Izquieta	Analyst, UC Compass
Sandra	Jacoby	Budget Assistant, MESA
Rajwinder	Kaur	Data Manager, UC Compass
Marvin	Maldonado	Project and Policy Analyst, MESA
Aleksandra	Malinowska	Senior Data and Strategy Analyst, OEP
Agustin	Martinez	Data Coordinator, UC Compass
Danielle	Mcnamara	Assistant Director, Strategic Communications, MESA
Julie	Mendoza	Project Director, OEP
Katie	Mills	Senior Administrative Analyst, MESA
Juanita	Muniz-Torres	Director, MSP Programs, MESA
Hue	Nguyen	Academic Preparation Specialist, California, GEAR UP

**Outreach and Educational Partnerships (OEP)** *(continued)*

Nancy	Parsons-Ramirez	Analyst, UC Compass
Beatrice	Prieto	Project and Policy Analyst, College Prep Programs, MESA
Mindy	Rieger	Director, Development, MESA
Melissa	Rivas	Coordinator, Programs and Projects, OEP
Kathy	Toy	Analyst, UC Compass
Ann	Trescott	Assessment Specialist, California GEAR UP
Sandra	Williams-Hamp	Associate Vice Provost, OEP

**Student and Equity Affairs (SEA)**

Heather	Belk	Policy and Program Analyst, Student Policies and Governance
Cynthia	Dávalos	Associate Vice President, SEA
Eric	Heng	Director, Student Policy and Governance
Jessica	Heredia	Interim Director, Equity, Diversity and Inclusion
Judy	Hom	Administrative Analyst, SEA
Christian	Jacobs	Project and Policy Analyst, Student Well-being
Genie	Kim	Director, Student Mental Health and Well-being
Heather	King	Project and Policy Analyst, Basic Needs
Alina	Tejera	Administrative Analyst, Special Projects, Student Policy and Governance
Belinda	Vea	Project and Policy Analyst, Equity, Diversity and Inclusion
George	Zamora	Policy and Program Analyst, Student Policy and Governance

**UC Online**

Fernando	Corral	Manager, Learning Technologies
Adam	Flanders	Manager, Development Operations and Technical Projects
Scott	Friese	Assistant Director, Instructional Design
Anton	Karpenko	System Administrator
Veronica	Kemp	Program Manager
Mary-Ellen	Kreher	Director, Course Design and Technical Development
Laura	Levy	Operations Coordinator
Maurice	McElhaney	Financial Analyst
Priya	Mishra	Applications Programmer
Rolin	Moe	Executive Director
Paul	Montoya	Chief Financial Officer and Director, Marketing
Ellen	Osmundson	Program Director
Christopher	Parmelee	Analyst, Cross-Campus Database
Laura	Rosenzweig	Instructional Designer
Srinivas	Tummala	Assistant Director, Technology Development
Ianna	Urquhart	Specialist, Digital Communications
Venkata	Vajjala	Software Developer
Mary	Wong	Program Analyst

**VP Immediate Office and Central Services**

Fatima	Azam	Coordinator, Communications
Susan	Brandabur	Writer
Gail	Cavett	Executive Assistant
Keohiokalani	Council	Program Coordinator
Tuanh	Do	Executive Director and Deputy to the Vice President/Vice Provost
Karen	Fox	Assistant, Finance and Administration
Yvette	Gullatt	Vice President and Vice Provost
Andrea	Holland	Director, Finance and Administration
Lorrelie	Kahn	Senior Financial Analyst
Tommy	Lam	Senior Contracts and Grants Analyst
Kimberly	Peterson	Chief Policy Advisor
Darius	Soriano	Administrative Analyst
Tanna	Tucker	Administrative Analyst, Events and Communications
Garland	Withers	Project and Policy Analyst, Executive Communications

# Council and Committee Members

## Council of Vice Chancellors for Equity and Inclusion

Dania	Matos	Vice Chancellor for Equity and Inclusion	Berkeley
Renetta	Garrison Tull	Vice Chancellor for Diversity, Equity and Inclusion	Davis
Dyonne	Bergeron	Vice Chancellor for Equity, Diversity and Inclusion	Irvine
Mitchell	Chang	Interim Vice Provost for Equity, Diversity and Inclusion	UCLA
Delia	Saenz	Vice Chancellor for Equity, Justice and Inclusive Excellence	Merced
Mariam	Lam	Vice Chancellor for Diversity, Equity and Inclusion	Riverside
Becky	Petitt	Vice Chancellor for Equity, Diversity and Inclusion	San Diego
Renee	Navarro	Vice Chancellor for Diversity and Outreach	UCSF
Jeffrey	Stewart	Interim Vice Chancellor for Diversity, Equity and Inclusion	Santa Barbara
Anju	Reejhsinghani	Vice Chancellor for Diversity, Equity, and Inclusion	Santa Cruz

## Council of Vice Chancellors for Student Affairs

Stephen	Sutton	Vice Chancellor, Student Affairs	Berkeley
Pablo	Reguerin	Vice Chancellor, Student Affairs	Davis
Willie	Banks	Vice Chancellor, Student Affairs	Irvine
Monroe	Gorden, Jr.	Vice Chancellor, Student Affairs	UCLA
Charles	Nies	Vice Chancellor, Student Affairs	Merced
Brian	Haynes	Vice Chancellor, Student Affairs	Riverside
Alysson	Satterlund	Vice Chancellor, Student Affairs	San Diego
Nicquet	Blake	Vice Provost, Student Academic Affairs	UCSF
Margaret	Klawunn	Vice Chancellor, Student Affairs	Santa Barbara
Akirah	Bradley-Armstrong	Vice Chancellor, Student Affairs and Success	Santa Cruz

## Council of Graduate Deans

Lisa	García Bedolla	Vice Provost, Graduate Studies and Dean, Graduate Division	Berkeley
Jean-Pierre	Delplanque	Vice Provost, Graduate Education and Dean, Graduate Studies	Davis
Jaymi	Smith	Interim Vice Provost, Graduate Education and Dean, Graduate Division	Irvine
Susan	Ettner	Dean, Graduate Education	UCLA
Hrant	Hratchian	Vice Provost, Graduate Education and Dean, Graduate Division	Merced
Lidia	Kos	Vice Provost and Dean, Graduate Division	Riverside
Judy	Kim	Interim Dean, Graduate Division	San Diego
Nicquet	Blake	Dean, Graduate Division	UCSF
Leila	Rupp	Interim Anne and Michael Towbes Graduate Dean	Santa Barbara
Peter	Biehl	Vice Provost and Dean, Division of Graduate Studies	Santa Cruz

**Council of AVCs/Deans of Students**

Alfred Earl	Day III	Interim Assistant Vice Chancellor, Student Engagement	Berkeley
Sunny	Lee	Associate Vice Chancellor and Dean of Students	Berkeley
Jen	Siecienski	Interim Assistant Dean of Students and Executive Director, ASUC Student Union	Berkeley
Sheri	Atkinson	Associate Vice Chancellor, Student Life, Campus Community and Retention Services	Davis
Floyd	Lai	Associate Dean of Students	Irvine
Rameen	Talesh	Associate Vice Chancellor, Student Life and Leadership and Dean of Students	Irvine
Stephanie	Van Ginkel	Associate Dean of Students and Executive Director, Student Government and Student Media	Irvine
Ellen	Whitehead	Associate Dean of Students	Irvine
Mick	DeLuca	Associate Vice Chancellor, Campus Life	UCLA
Jasmine	Rush	Interim Dean of Students, Office of Student Conduct	UCLA
Suzanne	Seplov	Assistant Vice Chancellor, Student Development and Health	UCLA
Le'Trice	Curl	Associate Dean of Students, Office of Student Rights and Responsibilities	Merced
Heather	French	Associate Vice Chancellor and Dean of Students	Merced
Brenda	Ortiz	Assistant Dean, Student Advocacy and Retention	Merced
Chad	Williams	Assistant Dean of Students and Director, Calvin E. Bright Success Center	Merced
Christine	Mata	Associate Vice Chancellor and Dean of Students	Riverside
Brendan	O'Brien	Assistant Dean of Students and Director, Highlander Union Building	Riverside
Piya	Bose	Assistant Vice Chancellor for Student Affairs	San Diego
Josh	Brimmeier	Dean of Student Affairs, Seventh College	San Diego
Diane	LeGree	Dean of Student Affairs, Sixth College	San Diego
Patty	Mahaffey	Assistant Vice Chancellor, Student Life	San Diego
Sherry	Mallory	Dean, Student Affairs, Revelle College	San Diego
Amber	Vlasnik	Dean, Student Affairs, Thurgood Marshall College	San Diego

**Council of AVCs/Deans of Students** *(continued)*

Alece	Alderson	Assistant Vice Chancellor, Student Life	UCSF
Tiffany	Gabrielson	Dean of Students	UC Law San Francisco
Katya	Armistead	Associate Vice Chancellor, Student Life	Santa Barbara
Suzanne	Perkin	Associate Dean, Student Life	Santa Barbara
Kim	Equinoa	Associate Dean, Student Life	Santa Barbara
Angela	Andrade	Dean, Student Wellness	Santa Barbara
Joaquin	Becerra	Assistant Dean and Director, Office of Student Conduct	Santa Barbara
Garrett	Naiman	Associate Vice Chancellor and Dean of Students	Santa Cruz
Mariah	Lyons	Assistant Dean of Students, Student Support Programs	Santa Cruz
Travis	Becker	Associate Dean of Students, Leadership and Engagement	Santa Cruz

**Council of Education Deans/Chairs and Teacher Education Program (TEP) Directors**

Rebecca	Cheung	Assistant Dean, Leadership Development Programs	Berkeley
Thomas	Phillip	Faculty Director, Berkeley TEP	Berkeley
Elisa	Salasin	Director, Teacher Education, TEP	Berkeley
Soraya	Sablo Sutton	Director, Principal Leadership Institute	Berkeley
Michelle	Young	Dean, School of Education	Berkeley
Janelle	Barnes	Credential Analyst, Department of Education	Davis
Anne	Jones	Assistant Dean, Student Affairs and Community Partnerships	Davis
Lola	Muldrew	Associate Chair, Teacher Education	Davis
Alexis	Patterson Williams	Chair, Teacher Education	Davis
Tom	Smith	Dean, School of Education	Davis
Yuuko	Uchikoshi	Associate Dean, Academic Programs	Davis
Frances	Contreras	Dean, School of Education	Irvine
Drew	Halford Bailey	Senior Associate Dean, Academic Programs	Irvine
Michael	Herbert	Senate Faculty Director, Teacher Education	Irvine
Susan	Toma-Berge	Interim Director, Master of Arts in Teaching + Credential program	Irvine



**Council of Education Deans/Chairs and Teacher Education Program (TEP) Directors** *(continued)*

Christina (Tina)	Christie	Wasserman Dean, School of Education and Information Studies	UCLA
Annamarie	Francois	Associate Dean, Public Engagement	UCLA
Emma	Hipolito	Director, TEP	UCLA
Tonikiaa	Orange	Director, Principal Leadership Program	UCLA
Marianna	Harris	Director, Education Programs	Merced
Clarence	McFerren II	Assistant Director, Teacher Preparation Program	Merced
Annette Roberts	Webb	Dean, Extension	Merced
Joi	Spencer	Dean, Graduate School of Education	Riverside
Frances	Valdovinos	Assistant Dean and Director, Teacher Education	Riverside
Chris	Halter	Chair, Department of Education Studies	San Diego
Megan	Hopkins	Senate Faculty Director, TEP	San Diego
Tory (Victoria)	Harvey	Director, TEP	Santa Barbara
Jeffrey	Milem	Dean, School of Education	Santa Barbara
George	Bunch	Chair, Department of Education	Santa Cruz
Soleste	Hilberg	Director, Teacher Education	Santa Cruz
David	DeGuire	Representative, CTC	Commision on Teacher Credentialing

**Chief Enrollment Management Officers**

Femi	Ogundele	Associate Vice Chancellor, Enrollment and Dean, Undergraduate Admissions	Berkeley
Malisa	Lee	Vice Provost, Enrollment Management	Davis
Patricia	Morales	Vice Provost, Enrollment Management	Irvine
Gary	Clark	Associate Vice Chancellor, Enrollment Management	UCLA
Brenda	Amenson-Hill	Vice Chancellor (Interim), Enrollment and Marketing	Merced
Emily	Engelschall	Associate Vice Chancellor, Enrollment Services	Riverside
Jim	Rawlins	Associate Vice Chancellor, Enrollment Management	San Diego
Mike	Miller	Assistant Vice Chancellor and Dean, Undergraduate Education	Santa Barbara
Michelle	Whittingham	Associate Vice Chancellor, Enrollment Management	Santa Cruz

**Chief Outreach Officers**

Yvette	Flores	Assistant Vice Chancellor, Educational Partnerships	Berkeley
Olufemi "Femi"	Ogundele	Associate Vice Chancellor, Enrollment and Dean, Undergraduate Admissions	Berkeley
Robert	Penman	Executive Director, Undergraduate Admissions	Davis
Stephanie	Reyes-Tuccio	Vice Provost, Educational and Community Partnerships	Irvine
Justyn	Patterson	Director, EAOP and Bruin Corps	UCLA
Orquidea	Largo	Associate Vice Chancellor and Chief Outreach Officer	Merced
Emily	Engelschall	Associate Vice Chancellor, Enrollment Services	Riverside
Alicia	Hernandez	Executive Director, Center for Educational and Community Outreach Programs	Riverside
Jim	Rawlins	Associate Vice Chancellor, Enrollment Management	San Diego
Don	Woodson	Assistant Vice-Chancellor and Director, Center for Science, Education and Outreach	UCSF
Mario	Castellanos	Executive Director, Office of Education Partnerships	Santa Barbara
Maria	Rocha-Ruiz	Assistant Vice Chancellor, Educational Partnerships and Chief Campus Outreach Officer	Santa Cruz

**Undergraduate Admissions Directors**

Jocelyn	De Jong	Assistant Vice Chancellor and Director, Undergraduate Admissions	Berkeley
Robert	Penman	Executive Director, Undergraduate Admissions	Davis
Dale	Leaman	Executive Director, Undergraduate Admissions	Irvine
Ffiona	Rees	Executive Director (Interim), Undergraduate Admissions	UCLA
Dustin	Noji	Director of Admissions, Admissions and Outreach	Merced
Veronica	Zendejas	Director, Undergraduate Admissions	Riverside
Blia	Yang	Executive Director, Undergraduate Admissions	San Diego
Lisa	Przekop	Director of Admissions	Santa Barbara
Timetra	Hampton	Director, Undergraduate Admissions	Santa Cruz

**Financial Aid Directors**

Cruz	Grimaldo	Associate Vice Chancellor and Director, Financial Aid and Scholarships Office	Berkeley
Deborah	Agee	Executive Director, Financial Aid and Scholarships	Davis
Rebecca	Sanchez	Director, Financial Aid and Scholarships	Irvine
Marvin	Smith	Executive Director, Financial Aid and Scholarships	UCLA
Ron	Radney	Director, Financial Aid and Scholarships	Merced
Jose	Aguilar	Director, Financial Aid	Riverside
Silvia	Marquez	Executive Director, Financial Aid and Scholarships	San Diego
Jerry	Lopez	Executive Director, Student Financial Services	UCSF
Nathan	Cook	Interim, Director, Financial Aid and Scholarships	Santa Barbara
Lorena	Rodriguez	Director, Financial Aid and Scholarships	Santa Cruz

**California Subject Matter Project Executive Directors (CSMP)**

Kristine	Alexander	Executive Director, The California Arts Project	CSU San Bernardino
Shervaughnna	Anderson-Byrd	Executive Director, California Reading and Literature Project	UC San Diego
Dawniell	Black	Executive Director, California History-Social Science Project	UC Davis
Kyndall	Brown	Executive Director, California Math Project	UCLA
Tim	Dewar	Executive Director, California Writing Project	UC Santa Barbara
Margaret	Peterson	Executive Director, California World Languages Project	Stanford University
Emily	Schell	Executive Director, California Global Education Project	University of San Diego
Maria	Simani	Executive Director, California Science Project	UC Riverside
Dianne	Wilson-Graham	Executive Director, California Physical Education-Health Project	CSU Channel Islands

**Asian American and Native American Pacific Islander-Serving Institution (AANAPISI) Advisory Board Council**

Melisa	Bautista	Director, Asian Pacific American Student Development	Berkeley
Lisa	Hirai Tsuchitani	Director of Engagement, AA&PI Thriving Strategy and Faculty, Asian American and Asian Diaspora Studies	Berkeley
Elisa Diana	Huerta	Associate Vice Chancellor, Community Engagement & Transformative Care	Berkeley
Katherine	Parpana	Director, Strategic Asian and Pacific Islander Retention Initiative	Davis
Pablo	Reguerín	Vice Chancellor, Student Affairs	Davis
Lindsay	Romasanta	Chief of Staff, Division of Student Affairs	Davis
Dyonne	Bergeron	Vice Chancellor, Equity, Diversity and Inclusion	Irvine
KC	Bui	Deputy Director and Director, Student Affairs Initiatives, Student Affairs	UCLA
Anne	Dela Cruz	Director, Human Resources and Payroll Operations Center	UCLA
Diana	Go	Program Coordinator, Vice Chancellor of Student Affairs Office	UCLA
David K.	Yoo	Vice Provost, UCLA Institute of American Cultures	UCLA
Ma	Vang	Associate Professor, Critical Race and Ethnic Studies	Merced
William	Caganap	Director, Asian Pacific Student Programs	Riverside
Mariam	Lam	Vice Chancellor, Diversity, Equity & Inclusion and Chief Diversity Officer	Riverside
Christine	Victorino	Co-Chair, AANAPISI Committee and Faculty, School of Education	Riverside
Karen	Biestman	Assistant Vice Chancellor, Student Equity and Inclusion	San Diego
Piya	Bose	Assistant Vice Chancellor, Student Affairs	San Diego
Windi	Sasaki	Associate Director, APIMEDA Programs and Services	San Diego
Brett	Collins	Program Manager, DEI Office	Santa Barbara
John	Park	Professor, Asian American Studies and Director, Migration Initiative	Santa Barbara
Dadao	Hou	Director of Policy and Planning, Office for Diversity, Equity, and Inclusion	Santa Cruz
Nancy	Kim	Executive Director of Resource Centers	Santa Cruz
Anju	Reejhsinghani	Vice Chancellor, Diversity, Equity, and Inclusion and Chief Diversity Officer	Santa Cruz
Crystal	Martinez	Director of Education, UC Systemwide Federal Government Relations	UC Washington Center
Brent	Palmer	Director of Education	UC Washington Center
Daisy	Kim	Assistant Director for Governmental Relations and Legislative Analysis	UC Washington Center

**Hispanic-Serving Institution (HSI) Advisory Board Council**

Gina Garcia	Professor, Education and Faculty Director, Latinx Thriving Initiatives	Berkeley
Liliana Iglesias	Director, Organizational Transformation and Latinx Thriving Initiatives	Berkeley
Marcela Cuellar	Associate Professor, Higher Education Leadership	Davis
Blas Guerrero	Interim HSI Director	Davis
Pablo Reguerín	Vice Chancellor, Student Affairs	Davis
Dyonne Bergeron	Vice Chancellor, Equity, Diversity and Inclusion	Irvine
Stephanie Reyes-Tuccio	Vice Provost, Educational and Community Partnerships	Irvine
Elizabeth Gonzalez	HSI Director	UCLA
Sylvia Hurtado	Professor, Education	UCLA
Robert Teranishi	Professor, Education	UCLA
Edith Ramirez	Student Success Manager	Merced
Ricardo Cisneros	Assistant Professor, Public Health	Merced
Mariam Lam	Vice Chancellor, Diversity, Equity & Inclusion and Chief Diversity Officer	Riverside
Estela Acuña	Director, Chicano Student Programs	Riverside
Arlene Cano Matute	Assistant Director, Chicano Student Programs	Riverside
Elizabeth Romero	Assistant Vice Chancellor, Governmental & Community Relations	Riverside
Gerardo Arellano	Director, Raza Resource Centro and Director of HSI Initiatives	San Diego
Maruth Figueroa	Associate Vice Chancellor for Student Success and Retention	San Diego
Lina Mendez	Executive Director	UCSF
Mario Castellanos	Office of Educational Partnerships, Executive Director	Santa Barbara
D. Inés Casillas	Assistant Professor, Chicana and Chicano Studies and Director, Chicano Studies Institute	Santa Barbara
Veronica Fematt	HSI Director	Santa Barbara
Charis Herzon	HSI Director	Santa Cruz
Juan Poblete	Professor, Literature Department, Spanish Studies, and Critical Race and Ethnic Studies	Santa Cruz
Rodrigo Lazo	Professor, Literature and Director of HSRU Initiatives	Santa Cruz
Taty Aguilera	Co-Chair for the UC Chicana Latinx Alumni Association (CLAA)	UC CLAA
Lupe Gallegos	Director, Chicana Latinx Academic Student Development Center; Co-Lead, Latinas and the Environment Initiative and Lecturer, Chicano Latino Studies	UC CLAA
Brett Palmer	Director of Education, Federal Government Relations	UC Washington Center

**Chicano/Latino Advisory Council (CLAC)**

Elisa Diana Huerta	Associate Vice Chancellor, Community Engagement & Transformative Care, Division of Equity & Inclusion	Berkeley
Luis Carvajal-Carmona	Associate Vice Chancellor, Academic Diversity	Davis
Pablo Reguerín	Vice Chancellor, Student Affairs	Davis
Frances Contreras	Dean, School of Education	Irvine
Stephanie Reyes-Tuccio	Vice Provost, Educational and Community Partnerships	Irvine
Sylvia Hurtado	Professor, Education	UCLA
Carina Salazar	Executive Director, Career and Immersive Experiences	UCLA
Orquidea Largo	Associate Vice Chancellor and Chief Outreach Officer	Merced
Rudy Ortiz	Professor, Molecular Cell Biology	Merced
Louie Rodriguez	Vice Provost and Dean, Division of Undergraduate Education and Professor, Education	Riverside
Elizabeth Romero	Assistant Vice Chancellor, Governmental & Community Relations	Riverside
Gilberto Mosqueda	Professor, Structural Engineering	San Diego
Frank Silva	Associate Vice Chancellor and Chief of Staff, Equity, Diversity, and Inclusion	San Diego
James Rouse	Associate Director, Operations, Family Community Medicine	UCSF
Alicia Fernandez	Professor and Associate Dean, Population Health and Health Equity, School of Medicine	UCSF
Cuca Acosta	Associate Director, Admissions	Santa Barbara
D. Inés Casillas	Professor, Chicano and Chicano Studies and Director, Chicano Studies Institute	Santa Barbara
Judith Estrada	Assistant Vice Chancellor, Diversity, Equity and Inclusion	Santa Cruz
Juan Poblete	Professor, Literature, Spanish Studies, and Critical Race and Ethnic Studies and Member, HSI task force	Santa Cruz
Neptaly (Taty) Aguilera	Co-Chair, UC Chicana Latinx Alumni Association	UC Alumni Representative
Lupe Gallegos-Diaz	Director, Chicana Latinx Academic Student Development Center and Co-Director, Latinas and the Environment Initiative	UC Alumni Representative

**President's Native American Advisory Council (2023–24)**

Randall	Akee	Associate Professor, American Indian Studies	UCLA
Phenocia	Bauerle	Director, Native American Student Development	UC Berkeley
Olivia	Chilcote	Assistant Professor, American Indian Studies	San Diego State University
Wallace	Cleaves	Associate Dean and Director, University Writing Program	UC Riverside
Johnny	Hernandez	Vice Chairman	San Manuel Mission Band of Indians
Elena	Hood	Assistant Professor, American Indian Studies	Palomar College
Amy	Lonetree	Professor, History	UC Santa Cruz
Jim	McQuillen	Education Director, Yurok Tribe, California State Board of Education Member	Yurok Tribe
Rudy	Ortega, Jr.	President	Fernandeno Tataviam Band of Mission Indians
Lorelle	Ross	Tribal Vice Chair	Federated Indians of Graton Rancheria
Jesus	Tarango	Chairman	Wilton Rancheria
Ricardo	Torres	Professor Emeritus	CSU Sacramento

**California Subject Matter Project Concurrence Committee (CSMP)**

Rody	Boonchouy	Superintendent, Winters Joint Unified School District	Office of the Governor
Cheryl	Cotton	Deputy Superintendent, Public Instruction and Measurement	CA Department of Education
Megan	Franke	Professor, Graduate Department of Education at UCLA	UCLA
Angela (Laila)	Hansa	Professor, Education, University of Southern California	Association of Independent California Colleges and Universities
Brenda	Lewis	California Board of Education	State Board of Education
Marty	Romero	Professor, Mathematics, Santa Ana College	California Community Colleges Chancellor's Office
Mary Vixie	Sandy	Executive Director, California Commission on Teacher Credentialing	Commission on Teacher Credentialing
Fred	Uy	Director, Educator Preparation and Public School Programs and Co-Director, Center for the Advancement of Instruction in Quantitative Reasoning	California State University Chancellor's Office

**CalTeach Executive Committee**

Elisa	Stone	Director, CalTeach	Berkeley
Estella	Atekwana	Dean, College of Letters and Science	Davis
David	Gold	Faculty Director, and Associate Professor, Geobiology and Paleobiology, Department of Earth and Planetary Sciences	Davis
Susann	Pinter	Academic Coordinator, CalTeach and MAST and Lecturer	Davis
James	Bullock	Dean, School of Physical Sciences	Irvine
Philip	Collins	Professor of Physics and Astronomy	Irvine
Kris	Houston	Coordinator, CalTeach and Lecturer and Co-Director, Irvine Math Project	Irvine
Jessica	Pratt	Associate Professor of Teaching, Ecology and Evolutionary Biology, School of Biological Sciences	Irvine
Janice	Daniel	Academic Coordinator, Chemistry and Biochemistry	UCLA
Neil	Garg	Professor and Vice Chair, Department of Chemistry and Biochemistry	UCLA
Kathleen	Micham	Assistant Dean, Physical Sciences	UCLA
Arlene	Russell	Professor of Teaching, Department of Chemistry and Biochemistry	UCLA
Chelsea	Arnold	Director, CalTeach-SMI; Assistant Project Scientist, Environmental Soil Physics, School of Natural Sciences	Merced
Elizabeth	Dumont	Dean and Professor, School of Natural Sciences	Merced
Cynthia	Granados	Undergraduate Advisor and Student Transition Coordinator, School of Natural Sciences	Merced
Mayya	Tokman	Associate Professor, Applied Mathematics, School of Natural Sciences	Merced
Leslie	Bushong	Director, CalTeach-SMI	Riverside
Jack	Eichler	Professor of Teaching, Department of Chemistry	Riverside
Cathy	Lussier	Professor of Teaching, School of Education	Riverside
Thomas	Hermann	Associate Dean, Education and Students, School of Physical Sciences	San Diego
Julie	Bianchini	Professor, Department of Education, Gevirtz Graduate School of Education	Santa Barbara
Karin	Lohwasser	Associate Teaching Professor, Department of Education, Gevirtz Graduate School of Education	Santa Barbara
Jeffrey	Milem	Dean, Gevirtz Graduate School of Education	Santa Barbara
Gretchen	Andreasen	Director, CalTeach	Santa Cruz
Bryan	Gaensler	Dean, Physical and Biological Sciences	Santa Cruz
Grant	Hartzog	Department Chair and Professor, Molecular, Cell, and Developmental Biology	Santa Cruz
Emily	Maddox	Intern Coordinator, CalTeach	Santa Cruz

**Education Financing Model Steering Committee**

Cruz	Grimaldo	Associate Vice Chancellor, Financial Aid and Scholarships	Berkeley
Chris	Stanich	Assistant Vice Chancellor, Chief Financial Officer	Berkeley
Deborah	Agee	Executive Director, Financial Aid and Scholarships	Davis
Rebecca	Sanchez	Director, Financial Aid	Irvine
Gary	Clark	Associate Vice Chancellor, Enrollment Management	UCLA
Charles	Nies	Vice Chancellor, Student Affairs	Merced
Jose	Aguilar	Executive Director, Financial Aid and Scholarships	Riverside
Alysson M.	Satterlund	Vice Chancellor, Student Affairs	San Diego
Margaret	Klawunn	Vice Chancellor, Student Affairs	Santa Barbara
Mike	Miller	Associate Vice Chancellor, Enrollment Management	Santa Barbara
Michelle	Wittingham	Associate Vice Chancellor, Enrollment Management	Santa Cruz
Dalié	Jiménez	Professor, Law	Academic Senate
Cain	Diaz	Interim Associate Vice President, Budget, Analysis and Planning	Office of the President
Genie	Kim	Director, Student Mental Health and Well-Being	Office of the President

**MESA Industry Advisory Board**

Dawn	Carter	MESA Board Vice-Chair and Director, Global Talent Acquisition	Uber
Ken	Forward	MESA Board Chair and Manager, ERG Program	PG&E
Aneita	Gage	Technical Training Specialist (retired)	Intel
Felicia	James	Vice President	Carollo Engineers, Inc.
Kelly	Johnson	Program Manager, Talent Outreach	Lawrence Berkeley National Lab
Chris	Norris	Senior Director	Electronic Arts
Monica	Tejeda	Civil Engineer	Tetra Tech
Amanda	Thomas	Manager, Operations	Peraton
Duane	Valz	Vice President and General Counsel	Valz Legal, Inc.

**Residency Policy Committee**

Cruz	Grimaldo	Associate Vice Chancellor, Financial Aid and Scholarships	Berkeley
Malisa	Lee	Vice Provost, Enrollment Management	Davis
Jaymi Lee	Smith	Graduate Dean	Irvine
Kate	Jakway-Kelly	Interim Registrar	UCLA
Hrant	Hratchian	Graduate Dean	Merced
Gerry	Bomotti	Vice Chancellor, Planning and Budget	Riverside
Dave	Garrison	Associate Registrar	San Diego
Doug	Carlson	Registrar	UCSF
Mike	Miller	Associate Vice Chancellor, Enrollment Management	Santa Barbara
Ed	Reiskin	Vice Chancellor, Planning and Budget	Santa Cruz
Cain	Diaz	Interim Associate Vice President, Budget Analysis and Planning	Office of the President
Han Mi	Yoon-Wu	Associate Vice Provost, Undergraduate Admissions	Office of the President

*Residency Policy Committee non-voting members*

Arturo	Rangel	Residence Deputy	Riverside
Omar	Saucedo	Residence Deputy	UCSF

**Student Mental Health Oversight Committee**

Stephen	Sutton	Vice Chancellor, Student Affairs	Berkeley
Paul	Kim	Director, Counseling Services	Davis
Meladee	Garst	Director, Student Education and Outreach, CAPS	Irvine
Monroe	Gorden	Vice Chancellor, Student Affairs	UCLA
Tania	Gonzalez	Director, Counseling and Psychological Services	Merced
Edward	Junkins	Executive Director, Student Health and Well-being	San Diego
Reina	Juarez	Director, Counseling and Psychological Services	San Diego
Jeanne	Stanford	Director, Student Mental Health and Wellbeing	UCSF
Armondo	Flores	Director, Case Management	Santa Barbara
Saanvi	Arrora	UC Undergraduate Student Representative	Berkeley
Veronica	Wilson	UC Graduate Student Representative	Santa Barbara
Michelle	Zaragoza	UC Graduate Student Representative	Berkeley
Edwin	Feliciano	Behavioral Health Services Director	Santa Barbara

**Student Mental Health Oversight Committee** *(continued)*

Brian	Olowude	Executive Director, Counseling and Psychological Services	Santa Barbara
MaryJan	Murphy	Director, Counseling and Psychological Services	Santa Cruz
John	Bollard	Associate Vice Chancellor and Chief Well-being Officer	Santa Cruz
Elizabeth	Mondragon	Executive Director, Student Health and Counseling Services	Riverside
Sharleen	O'Brien	Associate Dean and Director of Health and Wellness	Santa Barbara
Laura	Riley	Director, Student Disability Resource Center	Riverside
Brad	Buchman	Director, Student Health and Counseling	UC Health

**UC Online Advisory Committee**

Shawna	Dark	Director, Research, Teaching and Learning and Chief Academic Technology Officer	Berkeley
Armando	Fox	Professor, Electrical Engineering and Computer Sciences and Faculty Advisor, Digital Learning Strategy	Berkeley
Cynthia	Carter-Ching	Professor, Learning and Mind Sciences and Associate Dean, School of Education	Davis
Steve	Luck	Professor, Center for Mind and Brain	Davis
Brian	Sato	Professor, School of Biological Sciences and Associate Dean, Division of Teaching Excellence and Innovation	Irvine
Di	Xu	Professor, School of Education	Irvine
Lucy	Avetisyan	Associate Vice Chancellor, IT Services	UCLA
Erin	Sanders O'Leary	Vice Provost, Teaching and Learning	UCLA
Joan	Holmquist	Director, Academic and Emerging Technology	Merced
Brian	Utter	Interim Vice Provost and Dean, Division of Undergraduate Education	Merced
Erin	Webb	Registrar	Merced
Richard	Edwards	Director, XCITE	Riverside
Raquel	Rall	Associate Professor, School of Education and Committee Convener	Riverside
Karen	Flammer	Director, Digital Learning	San Diego
Carlos	Jensen	Associate Vice Chancellor, Education Innovation	San Diego
Matt	Epperson	Assistant Vice Chancellor, Educational Technology Services	San Francisco
Leesa	Beck	Director, Summer Sessions	Santa Barbara
Lisa	Berry	Senior Instructional Consultant, Instructional Development	Santa Barbara

**UC Online Advisory Committee** *(continued)*

Herbert	Lee	Vice Provost, Academic Affairs	Santa Cruz
Michael	Tassio	Chief of Staff, Academic Affairs and Director, Online Education	Santa Cruz
Melanie	Cocco	Vice Chair, University Committee on Educational Policy	Academic Senate
Jim	Steintrager	Vice Chair, Academic Council	Academic Senate

**UC Black Administrators' Council (UCBAC) Steering Committee**

Dania	Matos	Vice Chancellor, Equity and Inclusion	Berkeley
Olufemi (Femi)	Ogundele	Associate Vice Chancellor and Dean, Undergraduate Admissions	Berkeley
Renetta	Garrison-Tull	Vice Chancellor, Diversity, Equity and Inclusion	Davis
Willie L.	Banks, Jr.	Vice Chancellor, Student Affairs	Irvine
Monroe	Gorden, Jr.	Vice Chancellor, Student Affairs	UCLA
Simone	Rahotep	Senior Director, Strategic Partnerships and Community Engagement	UCLA
Le'Trice	Curl	Associate Dean of Students, Campus Life, and Director, Student Life and Conduct	Merced
Raquel	Rall	Associate Professor, Education Policy Analysis and Leadership and Associate Dean, Strategic Initiatives, School of Education	Riverside
Earl	Edwards	Athletic Director	San Diego
Pamela	Fruge	Assistant Dean, Undergraduate Education	San Diego
Martin	Reed	Senior Director, Housing	San Diego
Renee	Navarro	Vice Chancellor, Diversity and Outreach	UCSF
Willie	Brown	Associate Vice Chancellor, Housing, Dining and Auxiliary Enterprises	Santa Barbara
Akirah	Bradley-Armstrong	Vice Chancellor, Student Affairs and Success	Santa Cruz
Yvette	Gullatt	Vice President and Vice Provost, Graduate, Undergraduate and Equity Affairs	Office of the President
Doug	Haynes	Vice Provost, Academic Personnel and Programs	Office of the President
Cheryl	Lloyd	Vice President, Systemwide Human Resources	Office of the President
Charles	Robinson	General Counsel and Vice President	Office of the President
Van	Williams	CIO and Vice President, Information Technology Services	Office of the President
Sandra	Williams-Hamp	Associate Vice Provost, Outreach and Educational Partnerships	Office of the President



Graduate, Undergraduate and Equity Affairs  
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